Comprehensive Development Planning: The Kamloops Southeast Sector Plan

Ministry of Municipal Affairs
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COMPREHENSIVE DEVELOPMENT PLANNING:
THE KAMLOOPS SOUTHEAST SECTOR PLAN

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FOR:
DEVELOPMENT SERVICES BRANCH
MINISTRY OF MUNICIPAL AFFAIRS

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INTRODUCTION

The Ministry of Municipal Affairs is encouraging local governments to co-ordinate the land use, servicing, economic development and financial dimensions of community planning. This integrated approach, called comprehensive development planning, can help Councils make land use, development and capital expenditure decisions that are linked together and that are based on a full understanding of the effects these decisions have on municipal finances, tax base and tax rates.

The comprehensive development planning approach is being implemented in a variety of projects in municipalities in B.C. One of these projects is in Kamloops, where the City is using the approach to help prepare a detailed plan for an area which has challenging land use and servicing problems.

The Kamloops example demonstrates that the comprehensive development planning approach can be a significant aid to land use and servicing decision-making, particularly where large capital expenditures may be involved. The Kamloops example also shows that the comprehensive development planning process can be implemented at reasonable cost. For these reasons, the Ministry is distributing this description of the Kamloops project, to give other municipalities a look at the process, the techniques and the results.

WHAT IS THE COMPREHENSIVE DEVELOPMENT PLANNING APPROACH?

"Comprehensive development planning" is an integrated approach to local government land use planning, services planning, financial management and economic development. This integrated approach is straightforward and, in fact, is probably in use to some extent in every community in the province.

For example, municipalities already integrate physical planning for all types of land uses, instead of treating them in isolation. Similarly, land use planning is usually integrated with services and transportation planning to provide a complete picture of how the community is intended to develop.

However, land use and services planning is often not truly comprehensive because it fails to consider financial implications. When municipalities make land use decisions,

they do not always evaluate the resulting impact on tax base or test alternative ways of recovering the associated servicing costs.

Another example of planning that is not comprehensive is a land use and servicing plan that is not dovetailed with other development-related policies such as an Economic Development Strategy. But what is the value of an economic strategy that encourages light industry if land use and services plans do not include sites for new development? How sound is a strategy that calls for extensive servicing without checking whether the expense will be justified by growth in employment or tax base?

"Comprehensive development planning" means linking the land use, servicing, fiscal, and economic development dimensions of planning for the future of a community. This comprehensive approach can be seen at work in a community whose Community Plan, Capital Improvements Program, and Economic Development Strategy are co-ordinated. Perhaps more importantly, this approach is working when a Council makes co-ordinated land use, economic development and servicing decisions and understands the fiscal implications of choosing a particular course of action.

"Comprehensive development planning" is often mentioned in the company of "fiscal impact analysis" or "computer modelling", which are not the same thing although they are related. Comprehensive development planning usually includes evaluating the revenues and costs, from the community's perspective, of alternative courses of action (to develop one area or another, for example). This cost/revenue evaluation is called fiscal impact analysis because it evaluates impacts on the local government's present and future financial position. Because this kind of analysis usually involves many calculations (which are not really mysterious, just time-consuming), computer models are used to speed up the work. They allow more freedom to test alternatives or ask "what if" questions.

Comprehensive development planning may involve computer models or fiscal impact studies, but these are not the core of the approach. The essence of comprehensive development planning is being systematic and insisting on looking at the whole picture instead of looking at land use, servicing, finance and economic development as though they were independent.

Comprehensive development planning is a process, not a product. Once applied to a particular planning project or problem in a community, the approach can be expanded and applied to a wide range of other planning programs.

This introduction to comprehensive development planning may invite the reaction that "it sounds good on paper, but does it really work and can it be implemented at reasonable cost?"

A comprehensive planning project recently completed in Kamloops demonstrates that the answer to this question is an emphatic "yes". This project provides good insights into how the approach works in a real situation.

SETTING THE SCENE

When Kamloops extended its municipal boundary in 1973, it absorbed several fringe rural residential areas. Two of these communities, Dallas and Barnhartvale, are east of the City Centre and are included in an area referred to as the Southeast Sector.

The Southeast Sector contains a range of types of rural residential development, including quarter-acre lots on septic systems, mobile homes, large-lot subdivisions and farms. There is a small amount of commercial development and a partially occupied industrial park which fronts on the Trans Canada Highway.

The area also contains large tracts of land in the Agricultural Land Reserve and some steep silt bluffs which are subject to erosion and slippage.

Reflecting the overall soft residential market in Kamloops, the rate of new residential development in the Southeast Sector has been very slow during the last few years. Kamloops has a large supply of vacant serviced residential lots and the Southeast Sector contains enough vacant lots to accommodate several years' worth of residential development at recent growth rates.

LAND USE AND SERVICING ISSUES IN THE SOUTHEAST SECTOR

Since its annexation to Kamloops, the Southeast Sector has presented the City with land use and servicing problems. However, the Southeast Sector as a whole is an easily definable area with no servicing links to the rest of the City, so its land use and servicing problems are largely "self-contained", even if they are relatively complex. This makes it a good setting for a comprehensive planning case study.

There are several water systems operating in the area. These have periodically been upgraded and extended to accommodate new residential development or to replace individual wells no longer able to supply enough water. Some improvements have been financed via specified area by-laws and some have been funded directly out of general revenue, with the result that some residents pay more for water than others.

The water system contains additional capacity to service new development, but not enough to service all of the potentially developable properties in or adjacent to the main residential areas. The available capacity is restricted to certain pressure zones so, without improving pumping capacity, there is limited flexibility to allocate the available capacity in the water system.

Because of soil and water table conditions, the Southeast Sector suffers from a variety of groundwater problems. Some areas flood seasonally. Runoff patterns have created erosion and slippage risks in the silt bluffs, which have therefore been designated as hazardous lands that should not be developed. The groundwater problems have contributed to a history of septic tank failures in the area. According to engineering studies, these groundwater problems can only be solved by the construction of drainage works. Other studies have demonstrated that any additional "upstream" urban development is likely to make the groundwater and drainage problems worse (and more expensive to solve).

The construction of a sewer system would solve the problem of failing septic tanks and might also improve the marketability of parcels in the industrial park. Presently, industrial businesses must haul sewage from holding tanks to the City's treatment plant, which is an inconvenient and relatively costly arrangement. However, providing sewer service to the Southeast Sector will be extremely expensive.

Recently, some developers have expressed interest in developing new residential lots of various sizes in the area. On one hand, new residential development is an attractive prospect because additional growth could possibly help finance sewer construction (by spreading costs over more users). On the other hand, new development would increase the need for water system and drainage improvements and would require a decision on how to shift the boundary between residential and agricultural land.

Over the years, the City has conducted several studies on aspects of the Southeast Sector. There have been water system studies, groundwater studies, sewer studies, planning studies. Most of these have dealt with specific issues or problems in isolation. While they have provided valuable background information, none of the studies has clearly pointed the way to an overall solution or plan for the Southeast Sector.

Meanwhile, the problems or questions have persisted and Council has come under increasing pressure to adopt a servicing and development plan for the Southeast Sector.

Because of the existing groundwater problems and the pressure to make decisions regarding proposed developments, Council has made a commitment to adopt a Southeast Sector plan that will provide clear direction for land use and servicing. Council has resolved to address the "whole problem", not just parts of it, so the Development Services Department launched a comprehensive development planning process for the Southeast Sector.

As part of the planning process, the City has prepared a background report on the Southeast Sector's land use and servicing issues. This report contains a concise statement of the items that must be resolved by the City:

" 1. There is insufficient capacity in the present water system to service all of the properties that have subdivision potential. As well, development interest has not focussed on the areas where it is most economical to provide water service.

Where should the existing water capacity be used? Should more capacity be added to the system to accommodate additional development? Should

water service be available only in the more developed part of the Southeast Sector or extended to the rural areas?

2. The existing serviced or "urban" area is surrounded by large tracts of land in the Agricultural Land Reserve.

   Should "urban" development be concentrated in, or adjacent to, existing developed areas or allowed to extend into traditionally agricultural areas?

3. There is a concern about the continuing failure of residential septic tanks due to groundwater and soil problems.

   Is the City willing to consider, within the foreseeable future, constructing a sewer system to serve the Southeast Sector?

4. The existing drainage and groundwater problems in the area require attention. Approving new development in "upstream" locations would compound the problems.

   Is the City willing to put a high priority on solving the existing problems? Does the City prefer to limit new development in order to avoid the need for additional drainage improvements, or is the City willing to bear the cost of drainage works to accommodate new potential development?

5. If the City absorbs costs to increase water system capacity, solve drainage and groundwater problems, or supply sanitary sewer service, how will these costs be recovered? From the Southeast Sector community, from benefitting landowners, from the whole City, or from some combination of these? "

This summary makes it clear that the land use issues cannot be separated from the servicing issues. The summary also indicates that the land use and servicing questions cannot be fully addressed without considering the resulting costs and alternatives for recovering them. This is the essence of the comprehensive development approach: acknowledging the basic connections between land use, servicing and municipal finance.

THE COMPREHENSIVE DEVELOPMENT PLANNING APPROACH IN THE SOUTHEAST SECTOR

The entire planning process was divided into three main stages: background analysis, evaluation of alternatives, and adoption of a detailed plan.

The first stage involved accumulating all necessary background information, just as in most planning programs. The Development Services Department compiled up-to-date information on land use, population, development activity and proposals, groundwater and septic tank problems and also condensed all of the previous engineering studies into a concise statement of existing conditions, servicing alternatives, and associated capital costs.

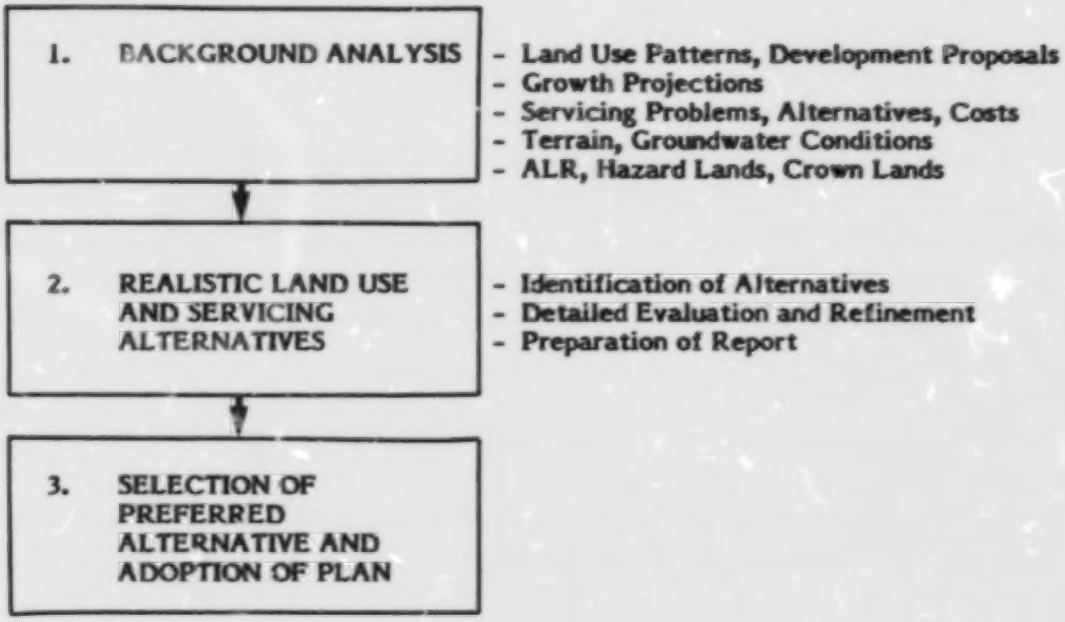
The assembly of necessary background information was relatively easy because the City had already prepared several studies of the servicing issues in the Southeast Sector. Much more effort would have been necessary if these studies had not been on hand, because the comprehensive approach requires data on servicing alternatives and costs.

One important part of the background analysis, that is often not included in a traditional planning approach, was an evaluation of the current and likely future residential market in the Southeast Sector and Kamloops as a whole. This analysis provides answers to questions such as: How much new development can actually be expected in the Southeast Sector? Would the rate of growth significantly change if various services improvements were made? Does the City need additional capacity in the Southeast Sector or are there are other areas that provide adequate, attractive residential opportunities?

A brief assessment of industrial growth prospects was also required. Would the rate of development in the industrial park increase significantly if sewer service were made available, or would growth continue to be slow due to overall economic conditions and competition from other industrial parks closer to town? Could Kamloops lose employment opportunities if the expensive pump-and-haul arrangements were continued in the Southeast Sector?

These market reviews provided estimates of the amount, type and distribution of growth that could reasonably be expected. While such forecasts cannot be completely

☐ MAIN STAGES IN THE PROCESS


1. BACKGROUND ANALYSIS
- Land Use Patterns, Development Proposals
- Growth Projections
- Servicing Problems, Alternatives, Costs
- Terrain, Groundwater Conditions
- ALR, Hazard Lands, Crown Lands
2. REALISTIC LAND USE AND SERVICING ALTERNATIVES
- Identification of Alternatives
- Detailed Evaluation and Refinement
- Preparation of Report
3. SELECTION OF PREFERRED ALTERNATIVE AND ADOPTION OF PLAN

accurate, they can provide realistic estimates. Knowing how much and what type of development to expect is an important input to any comprehensive, systematic approach to land use, services and financial planning.

The second stage in the work involved describing and evaluating the realistic land use and servicing alternatives that the City should consider. The evaluation of these alternatives included a full assessment of the financial implications, based on the analysis of costs and the market outlook for new development that could help pay for or justify the services expenditures. This second stage is complete and is documented in a detailed report.

The third and final stage will involve the selection, by Council, of a preferred land use and servicing alternative and the adoption of a Community Plan based on this alternative.

It is the second stage of the program that is of most interest as a case study of the comprehensive development planning approach. There were four main steps in the second stage:

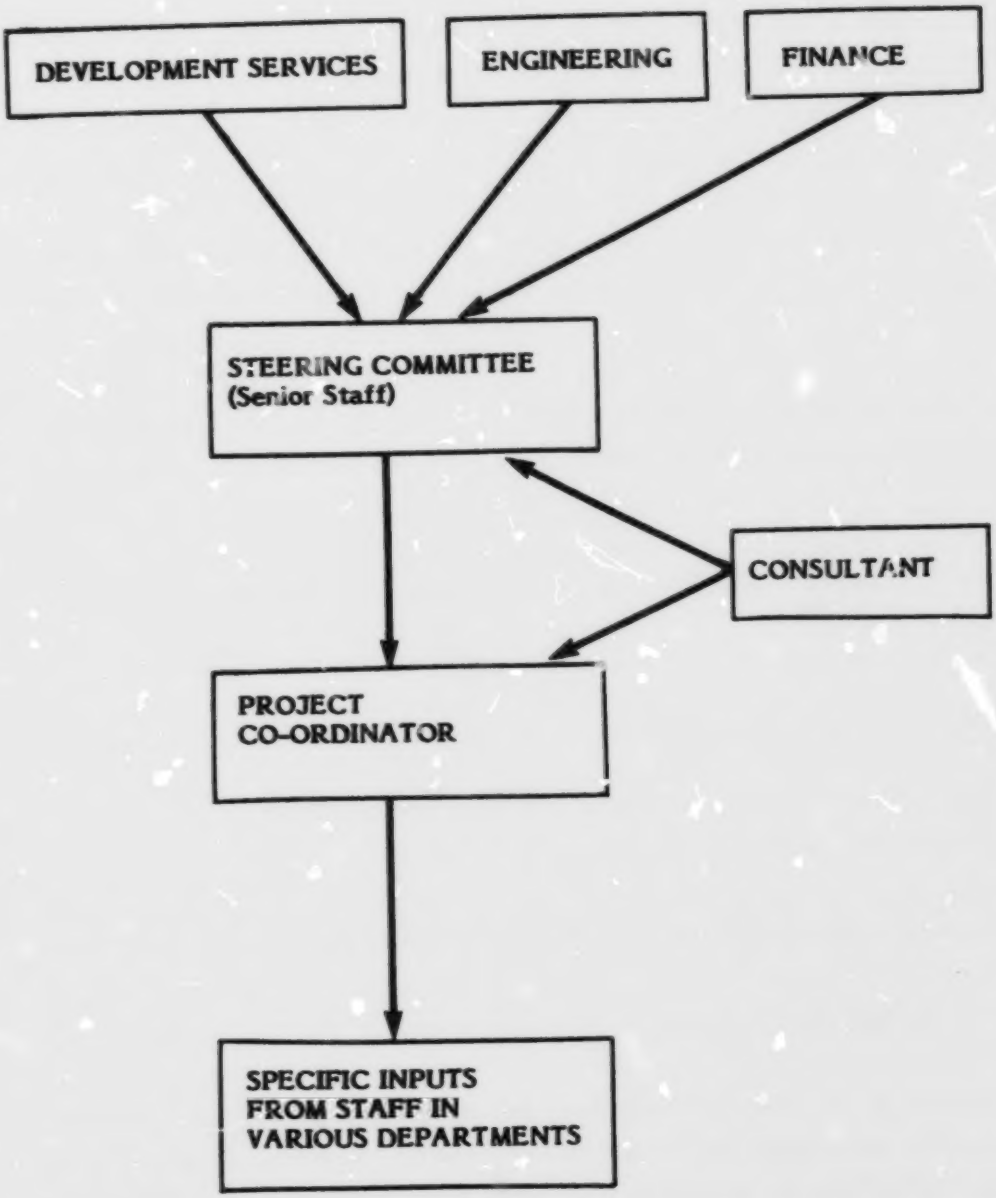
1. An interdepartmental team was formed to work on the project.
2. Specific, realistic land use and servicing alternatives were identified.
3. The alternatives were evaluated, with emphasis on financial implications.
4. The full analysis was packaged in a concise report for presentation to Council and the public.

Each of these steps is described in detail in the following sections.

Step 1: Interdepartmental Team

Representatives of the Development Services, Engineering and Finance Departments were appointed to the project team. Senior staff acted as a steering committee and additional staff were given specific responsibilties for data collection or analysis as required. One member of the Development

☐ STUDY TEAM


DEVELOPMENT SERVICES
ENGINEERING
FINANCE
STEERING COMMITTEE
(Senior Staff)
CONSULTANT
PROJECT
CO-ORDINATOR
SPECIFIC INPUTS
FROM STAFF IN
VARIOUS DEPARTMENTS

Services Department was responsible for doing most of the technical work on the project, keeping the project on schedule, and pulling together the inputs of other team members.

A consultant was hired to act as an advisor in the areas of defining land use and servicing alternatives, recommending financial analysis techniques and designing a computer program to conduct the financial analysis. The consultant supplied experience as well as an objective look at the land use and servicing issues, unconstrained by previous approaches or recommendations. However, because staff did most of the detailed work, the consulting budget was modest and the staff gained new skills.

The team approach was effective and, in fact, was probably essential. The boundaries between the "land use" and "servicing" components of the work were softened because the team was concentrating on a single comprehensive plan for the Southeast Sector, instead of independent engineering and planning studies.

Step 2: Identifying Realistic Alternatives

The Southeast Sector presented many individual choices:

- The choices for the water system included making no changes, adding capacity and/or extending service to different parts of the Southeast Sector.

- The groundwater problems could be ignored (or at least tolerated) or solved. Solutions ranged from an inexpensive band-aid approach to a more thorough and costly approach that would fix existing problems and accommodate new development.

- The sewer system could be built in the near future or relegated to the category of "long term possibility".

These individual choices could be combined to form many different overall servicing programs. Each of these servicing programs would have had different implications for future land use and development patterns. However, the team

CHART 1: SOUTHEAST SECTOR SERVICING AND LAND USE ALTERNATIVES

SERVICING ALTERNATIVES	LAND USE PATTERN	CAPITAL COST, AFTER DEDUCTING PROVINCIAL GRANT
1. No drainage and groundwater improvements. Minimal water system upgrading. No sanitary sewer. No road upgrading.	New residential subdivisions limited to one small area. Only infill development on existing lots in other areas. No expansion of serviced areas; only large lot rural subdivisions permitted beyond serviced area.	$ 75,000
2. Minimal drainage and groundwater improvements. Minimal water system upgrading. No sanitary sewer. No road upgrading.	As above, but solves all existing groundwater/ drainage problems.	$ 1,220,000
3. Drainage and groundwater improvements to solve existing problems and to accommodate new development. Water system upgrading to add capacity and possibly increase area served. No sanitary sewer. Minor road upgrading.	Significant additional flexibility to approve new subdivisions in various parts of the "urban" areas. Possible expansion of the water-serviced area.	$ 2,525,000
4. Drainage and groundwater improvements to solve existing problems and to accommodate new development. Water system upgrading to add capacity and increase area served. Sanitary sewer system. Minor road upgrading.	As above, plus possible increased marketabilty of industrial land and reduced constraints or. location of new development due to soil conditions.	$17,965,000

was concerned that too many alternatives, each with its own financial implications, would present a dizzying array of financial calculations, land use maps and computer outputs that would not necessarily help staff or Council make informed choices.

Therefore, the team agreed to choose a small number of alternatives that were realistic and that effectively illustrated the range of possibilities, both in terms of cost and in terms of the pattern of development in the Southeast Sector.

Chart 1 opposite summarizes the four servicing alternatives that were selected and also shows the implications for the pattern of development in the Southeast Sector. The chart shows that the alternatives differ in terms of the degree to which they try to solve existing problems and the amount and location of new residential development that can be accommodated. The chart also shows the capital costs for each alternative.

The alternatives were carefully chosen to both illustrate the range of choices open to Council and provide useful information on the alternatives Council was likely to be most interested in.

Alternative 1, for example, clearly shows the land use implications of deciding to avoid significant capital expenditures. Not much additional development can be approved and it must be confined to one small area. Drainage and groundwater problems remain unsolved. At the other extreme, Alternative 4 shows the much higher cost of deciding to solve all problems, create maximum flexibility for new development, and extend sewer service.

The sewer construction cost is very high and was regarded as unlikely to be approved in the near future if the municipality had to absorb the entire cost. Therefore, alternatives 2 and 3 show Council its more realistic options for solving the critical existing problems and creating some additional ability to accommodate development, without building the sewer.

☐ FINANCIAL ANALYSIS PROGRAM

MODULE 1:
CAPITAL COST ANALYSIS

- Capital Costs Entered
- Assumptions Entered for Annual Operating Costs, Interest Rate, Term of Borrowing
- Total Annual Costs Calculated.

↓

MODULE 2:
COST RECOVERY ANALYSIS

- Assumptions Entered for Split Between General Revenue, Specified Area, Development Cost Charges.
- Residential Growth Forecast Entered.
- Resulting Distribution of Costs Among City Residents, Study Area Residents and New Residential Units Calculated.

↓

MODULE 3:
FINANCIAL IMPACT ANALYSIS

- Calculation of Specific Measures of Impact, Including:
  - cost per housing unit per year
  - percentage increase in municipal budgets.

Step 3: Evaluating the Alternatives

The servicing and land use alternatives were evaluated in terms of effect on the Southeast Sector's development pattern, effect on the City's overall ability to accommodate new development and impact on the City's financial situation.

The market analysis work conducted earlier in the project enabled the team to conclude that rates of development (residential and industrial) in the Southeast Sector were not likely to increase significantly, under any of the four servicing alternatives. This alerted the team to make sure that the financial analysis of the alternatives considered the effects of slow growth rates.

The financial analysis was designed to evaluate all four alternatives in a consistent fashion, so that their financial "performance" could be compared.

To make the analysis easy to use repeatedly (for the various alternatives and for evaluating the effects of changes in some assumptions), a simple computer program was designed for use on a personal computer. This program has three modules: capital and operating costs, cost recovery, and financial impact. The three modules are linked so the output from one is automatically passed to the next.

In the first module, the estimated capital cost is translated into an annual cost, made up of debt service (principal and interest) and operating costs. The module is designed to allow the user to input assumptions about interest rates and amortization period to calculate annual debt service and also allows the user to estimate operating costs as a percentage of capital costs.

The second module allows testing of different ways of recovering the annual costs. The user can choose to recover portions of the annual cost from a specified area by-law, from general revenue or via development cost charges. The module calculates how much money must come from each source each year, based on the user's assumptions. The market analysis is an important input to this step in the financial analysis, because the residential growth forecasts provide the basis for estimating how much revenue is likely to be received each year from development cost charges.

CHART 2: MEASURES OF FINACIAL IMPACT

Cost Recovery Assumption: All costs are to be collected via a Specified Area By-Law, covering all Southeast Sector properties. As with previous specified area by-laws, it is assumed that benefitting properties absorb 80% of costs and the City absorbs 20% of costs.

Servicing Alternative	Increased Costs in Southeast Sector, Dollars Per Lot Per Year	Percentage Increase in Total City of Kamloops Operating Budgets
1. General Revenue Fund	$ 7.19	0.01%
Water Utility Reserve Fund	5.44	0.07%
	$ 12.63	
2. General Revenue Fund	$ 91.69	0.16%
Water Utility Reserve Fund	5.44	0.07%
	$ 97.13	
3. General Revenue Fund	$ 155.05	0.27%
Water Utility Reserve Fund	31.05	0.38%
	$ 186.10	
4. General Revenue Fund	$ 155.05	0.27%
Water Utility Reserve Fund	31.05	0.38%
Sewer Utility Fund	1049.82	16.35%
	$1235.92	

The third module measures financial impact and expresses the implications of the cost recovery plan in meaningful terms. For example, all costs assumed to be recovered via specified area by-law are translated into extra dollars per year (on average) per benefitting dwelling unit. Costs assumed to be absorbed by general revenue are expressed in terms of a percentage increase in the appropriate line item in the City's budget and in terms of a percentage increase in the total City operating budget.

Chart 2 illustrates the output from the financial impact assessment. The basic cost recovery assumption in this illustration is that a specified area by-law would be used to recover 80% of all costs from the benefitting properties. Alternative 4, which includes the sewer system, would cost existing residents in the Southeast Sector over $1200 per year (for 15 years) and would increase the entire City's annual sewer utility budget by over 16%. Alternative 3, which solves all existing drainage and groundwater problems and provides considerable flexibility in terms of allocating available water to new residential areas, costs less than $200 per lot per year and has a very small impact on the total City budget.

The financial analysis enabled staff and Council to put a price tag on solving the problems and increasing the flexibility to accommodate new development. The price tag can be compared with the benefits (financial and otherwise) that will result.

The evaluation of Southeast Sector alternatives led to several important conclusions. First, unless the rates per unit were extremely high, development cost charges could not be counted on to absorb increased servicing costs, because the rate of development is likely to be slow.

Second, the cost of upgrading the water system and solving drainage/groundwater problems would impose a significant burden on local residents if they were required to absorb most of the costs via a specified area by-law. It may not be reasonable to ask these residents to absorb these costs in order to increase the flexibility to accommodate new development in the area.

Third, the City does not appear to need additional development capacity at this time. It could be difficult to justify spending City money in this area when funds have already been invested in other areas that are not yet fully developed.

Fourth, the sewer system might enhance the marketability of the industrial park, but an extraordinary amount of new development or new employment would be necessary to balance the huge cost of sewer construction.

Based on the market review, there is not likely to be a signficant amount of new industrial development even if sewer service is provided. This is because the industrial outlook for Kamloops is for stable or slow growth and because there are other competitive sites available.

If the introduction of sewer service would have contributed to significant industrial growth, the comprehensive analysis would have required another dimension. The costs of sewer service would have to be compared with the benefits of new industrial development. First, new industrial growth could have absorbed part of the sewer cost via development cost charges, thereby lowering the annual costs borne by residents of the Southeast Sector and the City as a whole. Second, the City's costs would have to be compared with the benefit of new industrial employment and new industrial tax base.

In a comprehensive planning process for an entire community, or for an area in which signficant new industrial, commercial, or residential development was expected, the financial analysis must compare the costs with all the benefits, including tax revenue and increased employment. In the Southeast Sector, the financial analysis was simpler because very little growth was anticipated.

The financial analysis is also relatively simple because it is only attempting to analyze the marginal extra cost of specific servicing improvements in a particular area; no attempt was made to forecast the entire City's operating budget. In a city-wide comprehensive planning process, a more complex financial model would be necessary.

However, the Southeast Sector provides a good introduction to comprehensive development planning because it is relatively simple and it illustrates the basic goal of linking land use, servicing and financial planning.

Step 4: A Concise, Readable Report to Council

Because this type of analysis usually involves several alternatives and a large volume of background work, it is all too easy to produce reports that are difficult to use or absorb. The essential conclusions can be obscured by pages of print-outs, data and alternatives.

To be of use to staff, Council, and the public, the comprehensive development approach should culminate in a concise, readable distillation of the detailed technical work. In Kamloops, staff placed a high priority on producing a report that concisely presents the issues, the alternatives and the financial evaluation of the land use and servicing alternatives for the Southeast Sector. The report is a useful decision-making tool. The necessary technical backup is in a thorough appendix.

However, it is important to understand that comprehensive planning is mainly an attitude or a method to be applied in preparing community plans, services plans or financial plans. Comprehensive development planning must be more than writing another report to pile on top of the Community Plan, the Economic Development Strategy and the Five Year Capital Budget.

The Kamloops Southeast Sector planning process will culminate with the production of a detailed land use and servicing plan that will be adopted as part of the Community Plan. There will not be a separate "Comprehensive Development Plan" alongside the land use and servicing plan. The "comprehensive" nature of the product is reflected in the basic approach that was used.

CONCLUSION

The Southeast Sector study illustrates how the comprehensive development planning approach can be used effectively to provide answers to complex planning problems. Instead of wrestling with stacks of engineering reports, planning reports and mismatched analyses, Council has an integrated, complete assessment of the alternatives for the Southeast Sector. This assessment shows Council its options and evaluates them in terms of effects on land use, ability to accommodate new development and effect on the bottom line for taxpayers.

The process was not expensive. The financial model was designed for use on the municipality's personal computer, using Lotus 1-2-3 software. The consultant acted as an advisor, which kept costs low (approximately $6,000 not including travel costs) and allowed staff to increase their expertise. Staff are thoroughly familiar with the methodology, the data and the financial model, so they can test new alternatives for the Southeast Sector and apply the techniques and the model to other planning situations in Kamloops.

With some additional work, the comprehensive development planning approach can be applied to the whole City, integrating the community plan, economic development strategy, city-wide services plans and financial plans. This would be more complex than the Southeast Sector example, but the principles would be the same.

The Southeast Sector example shows that the comprehensive development planning approach can be implemented relatively quickly and at modest cost to help municipalities resolve specific land use and servicing problems. More importantly, the Southeast Sector example shows that fully integrating the land use, servicing, economic development and financial dimensions of community planning is certainly possible and can contribute to more informed, financially sound municipal decision-making.

The planning process in the Southeast Sector is not complete. Now that the background analysis in finished, Council plans to hold public meetings to discuss the alternatives and to obtain the community's response to the land use, servicing and financial implications of each option.

The public consultation process should be particularly productive because people will be aware of all the ramifications of each alternative, including cost.

If you would like more information about the Southeast Sector project, contact the City of Kamloops Development Services Department. For more information on Comprehensive Development Planning, contact the Ministry of Municipal Affairs, Development Services Branch in Victoria.